

Workforce Training and Education
Coordinating Board

STRATEGIC PLAN

2001-2003

Workforce Training and Education Coordinating Board
128 10th Avenue SW
PO Box 43105
Olympia, WA 98504-3105
(360) 753-5662
FAX (360) 586-5862
<http://www.wtb.wa.gov>
Email - wtecb@wtb.wa.gov

Our Vision

The Workforce Training and Education Coordinating Board is Washington State's valued and trusted source of leadership for the workforce development system.

Our Mission

The Workforce Training and Education Coordinating Board's mission is to bring business, labor, and the public sector together to shape strategies to best meet the state and local workforce and employer needs of Washington in order to create and sustain a high skill, high wage economy.

To fulfill this Mission, Board members, with support of staff, work together to:

- Advise the Governor and Legislature on workforce development policy.
- Promote a system of workforce development that responds to the lifelong learning needs of the current and future workforce.
- Advocate for the nonbaccalaureate training and education needs of workers and employers.
- Facilitate innovations in workforce development policy and practices.
- Ensure system quality and accountability by evaluating results and supporting high standards and continuous improvement.

Our Goals

System Building: We will achieve meaningful results by working with all partners to build an integrated and efficient workforce development system out of the many different programs.

Partnership Building: We will achieve meaningful results in bringing together state and local as well as public and private sector partners for workforce development, especially on cross-agency issues.

Advocacy/Awareness: We will increase awareness of the importance of education and training for jobs that do not require a baccalaureate degree.

Policy Innovation: We will develop viable recommendations and innovations in workforce development policies and practices.

Customer Service: We will provide services, products, and information that are valued by our customers.

Internal Business Process/Financial: We will continuously improve the quality and efficiency of our organization.

Human Resources: We will develop and sustain a work environment that attracts, retains, and develops committed employees who share in the success of the organization.

Goals, Objectives, and Strategies

GOAL 1 – System Building

We will achieve meaningful results by working with all partners to build an integrated and efficient workforce development system out of the many different programs.

Outcome Measure: Workforce system partners' assessment of progress in system building.

Objective 1A. Update and Implement Washington's Unified Plan for Workforce Development.

Strategies

- 1A-1. Update State Strategic Plan.
- 1A-2. Review operating plans for consistency with the State Strategic Plan.
- 1A-3. Make recommendations on budget and policy requests regarding consistency with the Plan.
- 1A-4. Assist Workforce Development Councils to implement their local unified plan strategies and assist Councils in their support of goals, objectives, and strategies of the state's strategic plan for workforce development.
- 1A-5. Use federal funds to accomplish the goals of the Unified Plan.
- 1A-6. Provide Annual Report to the Legislature.

Objective 1B. Maintain and improve performance management system for workforce development.

Strategies

- 1B-1. Prepare and disseminate WIA Title 1B quarterly reports.
- 1B-2. Prepare and disseminate WIA Title 1B annual report.
- 1B-3. Prepare Perkins annual report (performance section).
- 1B-4. Prepare Workforce Training Results 2002 (including net impact).
- 1B-5. Develop Regression Model.
- 1B-6. Develop Incentive Policy for allocating funding.
- 1B-7. Renegotiate Perkins performance levels with Department of Education.
- 1B-8. Renegotiate WIA Title 1 performance levels with Department of Labor.
- 1B-9. Update, measure, and set goals for WorkSource indicators.
- 1B-10. Evaluate Additional Unemployment Insurance Benefits Program.
- 1B-11. Develop training provider performance standards.
- 1B-12. Measure Governor's Performance Measures.
- 1B-13. Conduct special research projects.
- 1B-14. Incorporate the Department of Social and Health Services/Division of Vocational Rehabilitation and the Department of Services for the Blind into the performance management system.

Objective 1C. Facilitate creation of career pathways for youth and entry level workers.

Strategies

- 1C-1. Facilitate programs for school-to-career transition.
- 1C-2. Manage school-to-career evaluation.
- 1C-3. Support the expansion of apprenticeship training to non-traditional fields and expand apprenticeship preparation programs.
- 1C-4. Work with institutions of higher education and other organizations involved in teacher preparation to increase the number of individuals prepared to teach in high wage, high demand fields.
- 1C-5. Support the development of a career guidance system.

Objective 1D. Assist in development of WorkSource Career Development Center System.

Strategies

- 1D-1. Participate in the Executive Policy Council and support state and local teams implementing WorkSource.

Objective 1E. Maintain information on workforce development programs.

Strategies

- 1E-1. Establish and maintain an inventory of the programs of the workforce development system.
- 1E-2. Develop and maintain Consumer Reports System.
- 1E-3. Develop and maintain Eligible Training Provider List for WIA Title 1B.

Objective 1F. Gather and disseminate information on best practices and opportunities that will enhance workforce development system building.

Strategies

- 1F-1. Systematically research resources that can add value to state and local workforce system development efforts.

GOAL 2 – Partnership Building

We will achieve meaningful results in bringing together state and local as well as public and private sector partners for workforce development, especially on cross-agency issues.

Outcome Measure: Key workforce development system partners' assessment of effectiveness/contribution in partnering with them to meet local and state goals.

Objective 2A. Support development of business and labor capacity as partners in the workforce development system.

Strategies

2A-1. Work with statewide business and labor organizations to strengthen their capacity as leaders in the workforce development system.

Objective 2B. Provide state leadership and support to Workforce Development Councils and Chief Local Elected Officials.

Strategies

2B-1. Assist Workforce Development Councils in updating their Strategic Plans.

2B-2. In collaboration with Employment Security, offer assistance and resources for successful Workforce Investment Act implementation.

2B-3. Develop capacity to identify resources for Workforce Development Councils in order to support their goals.

2B-4. Assist state partner agencies and Workforce Development Councils to break down the walls of categorical programs so that customers receive the best possible services.

2B-5. Facilitate opportunities for meaningful engagement on workforce development issues with the Board and other state level agencies.

2B-6. Renegotiate local performance targets for WIA Title 1B.

2B-7. Negotiate local performance targets for WorkSource.

2B-8. Recertification of local councils.

Objective 2C. Coordinate workforce development with economic development.

Strategies

2C-1. Work with locals, Office of Trade and Economic Development, and operating agencies to coordinate state's response to employer requests for training.

2C-2. Work with workforce development partners to form industry skill panels to assess emerging and declining skill needs and develop training programs that meet emerging needs.

2C-3. Working with workforce development partners to support the implementation of the Eastern Washington Agricultural/Food Processing Partnership grant project.

2C-4. Promote workplace practices that enhance business and worker competitiveness.

Objective 2D. Provide state leadership and support to private career schools.

Strategies

2D-1. Administer the Private Career School Act and Veterans' Approval program in a manner that promotes private-public partnerships.

2D-2. Engage the Private Vocational School Advisory Committee to ensure private career school involvement in workforce training initiatives.

Objective 2E. Facilitate effective involvement of workforce development systems stakeholders in local system building.

Strategies

2E-1. Assess current level of involvement of stakeholders, including community business organizations, labor, and career development centers.

GOAL 3 – Advocacy/Awareness

We will increase awareness of the importance of education and training for jobs that do not require a baccalaureate degree.

Outcome Measure: Increase the number of young people who enroll in postsecondary vocational-technical education programs.

Objective 3A. Analyze and make recommendations to close the skills gaps facing industries in Washington State.

Strategies

3A-1. Update the Gap Analysis and promote its findings and recommendations.

3A-2. Promote lessons learned in SKILLS projects.

Objective 3B. Increase awareness of employment opportunities that require less than a baccalaureate degree and of education and training options for those jobs.

Strategies

3B-1. Enhance career guidance by forming partnerships to market promising career opportunities.

Objective 3C. Advocate for career and technical education in order to improve high school students' preparedness for careers and postsecondary education.

Strategies

3C-1 Promote "best practices" in high school career and technical education.

3C-2. Promote the benefit of career and technical education in helping young people meet higher standards and expectations in high school and in preparing them for careers and further education.

3C-3. Administer and promote the Washington Award for Vocational Excellence.

GOAL 4 – Policy Innovation

We will develop viable recommendations and innovations in workforce development policies and practices.

Outcome Measure: K-12 policies are adopted that promote career pathways for youth.

Outcome Measure: Number of students that complete postsecondary vocational-technical education programs.

Objective 4A. Make recommendations and influence policy regarding Closing the Skills Gap.

Strategies

- 4A-1. Organize the Skills Gap Task Force.
- 4A-2. Develop and advocate policies that promote career pathways for youth.
- 4A-3. Update Gap Analysis and Recommendations.
- 4A-4. Develop and advocate policies that reduce the gap in the supply of postsecondary vocational training.
- 4A-5. Develop and advocate policies to coordinate workforce and economic development.

Objective 4B. Make recommendations and influence policy regarding serving Incumbent and Dislocated Workers.

Strategies

- 4B-1. Organize Task Force on Incumbent and Dislocated Workers.
- 4B-2. Develop and advocate policies that serve incumbent and dislocated workers.

Objective 4C. Make recommendations and influence policy regarding Wage Progression for Low Wage Workers.

Strategies

- 4C-1. Organize Task Force on Wage Progression.
- 4C-2. Develop and advocate policies for wage progression.

Objective 4D. Make recommendations and influence policy regarding Workforce Development System integration.

Strategies

- 4D-1. Develop and advocate policies that promote workforce system integration.

GOAL 5 – Customer Service

We will provide services, products, and information that are valued by our customers.

Outcome Measure: Results from customer satisfaction surveys.

Objective 5A. Understand customer requirements, expectations, and dissatisfiers and improve products and services.

Strategies

- 5A-1. Design and implement meaningful customer involvement and feedback in our processes.
- 5A-2. Make improvements in products and services as identified through customer feedback.

GOAL 6 – Internal Business Process/Financial

We will continuously improve the quality and efficiency of our organization.

Outcome Measure: Score on agency annual self-assessment.

Objective 6A. Identify and improve those agency strategic processes that will maximize quality and efficiency.

Strategies

- 6A-1. Analyze one or two strategic processes and deploy improvements.
- 6A-2. Identify and implement other opportunities for streamlining agency processes.
- 6A-3. Develop and operationalize the agency's Balanced Scorecard, assess its contribution and make adjustments.
- 6A-4. Enable licensed private schools to conduct business electronically.

GOAL 7 – Human Resources

We will develop and sustain a work environment that attracts, retains, and develops committed employees who share in the success of the organization.

Outcome Measure: Score on annual employee survey.

Objective 7A. Ensure that staff have the information, training, and tools needed to do their jobs well and to develop their career potential.

Strategies

7A-1. Use Performance Agreements for employee development and to monitor and negotiate individual work assignments and accomplishments.

Objective 7B. Continue to improve employee satisfaction.

Strategies

7B-1. Identify and act on opportunities to improve employee satisfaction.